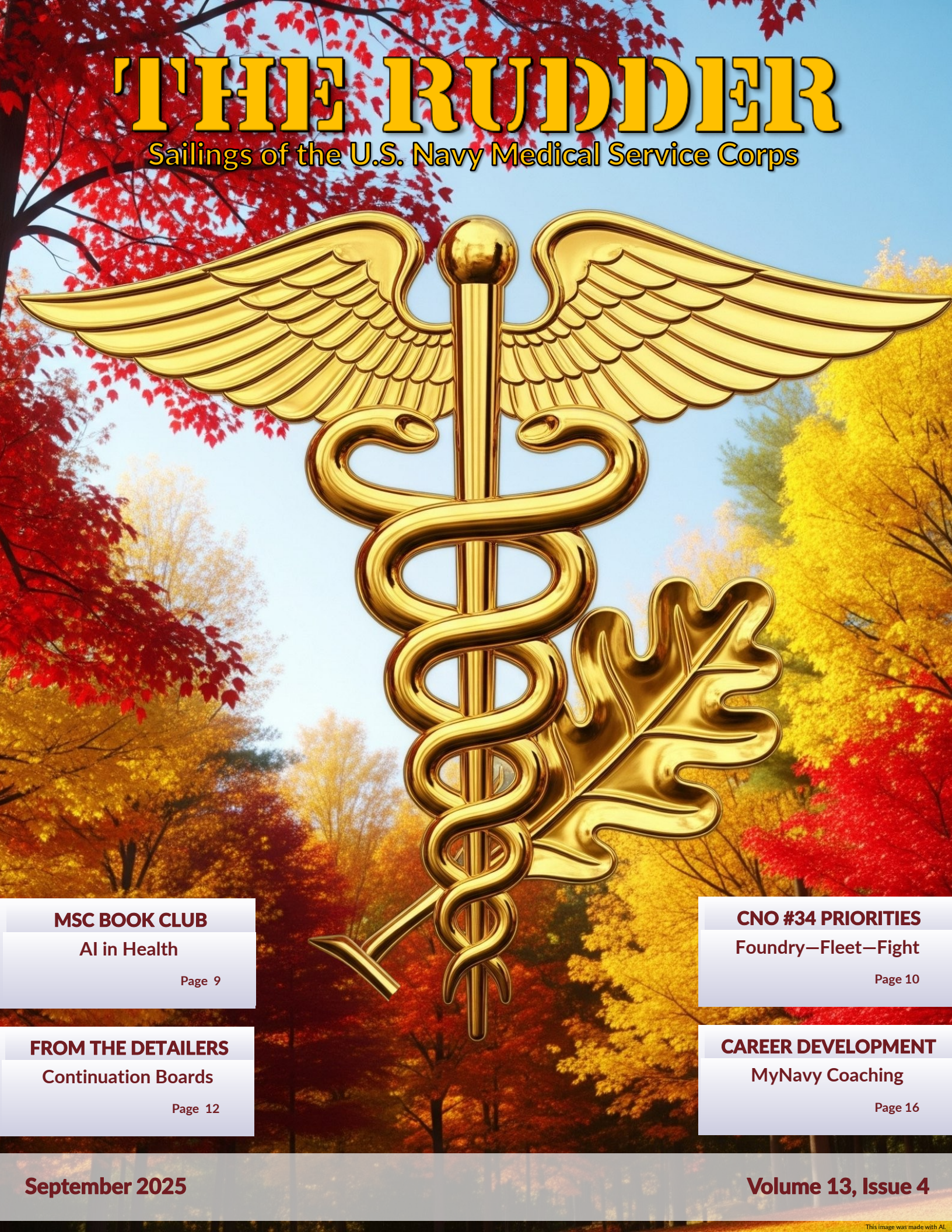
# THE RUDDER

Sailings of the U.S. Navy Medical Service Corps




**MSC BOOK CLUB**
AI in Health
Page 9

**CNO #34 PRIORITIES**
Foundry—Fleet—Fight
Page 10

**FROM THE DETAILERS**
Continuation Boards
Page 12

**CAREER DEVELOPMENT**
MyNavy Coaching
Page 16



September 2025

Volume 13, Issue 4


This image was made with AI.

# INSIDE THIS ISSUE


| | |
|---|---|
| 2 | MSC DIRECTOR |
| 4 | CORPS CHIEF'S OFFICE |
| 8 | COURSE CALENDAR |
| 9 | MSC BOOK CLUB |
| 10 | CNO #34 PRIORITIES |
| 12 | FROM THE DETAILERS |
| 14 | RESERVE UPDATE |
| 15 | FROM THE LABS |
| 16 | CAREER DEVELOPMENT |
| 18 | HRO SPOTLIGHT |
| 20 | MSCs IN FOCUS |
| 25 | CONTACTS |


***All previous editions of The Rudder can be accessed by clicking here.***

***Note that this site is CAC-enabled.***


## NEWSLETTER EDITORS

Cmdr. Adam Preston
Lt. Cmdr. Adam Biggs

## NEWSLETTER STAFF

Lt. Cmdr. Janine Badic
Lt. Cmdr. Nhu Do
Lt. Cmdr. Thuy Phung
Lt. Cmdr. Jaime Zhunepluas
Lt. Micaela Barter
Lt. Adam Braly
Lt. Dana Farmer
Lt. Cheryl Kivlehan
Lt. Jessica Lee
Lt. Karla Liendo
Lt. Kionna Myles
Lt. Francis Oladipo
Lt. Katherine Parizek
Lt. Crystal Shin
Mr. Michael Rhode
Mr. André Sobocinski

## PAO EDITORS

Ms. Bobbie Camp
Ms. Gloria Kwizera


***Cover Page: Artwork generated with AI by Lt. Cmdr. Biggs using Gemini.***

# FROM THE MSC DIRECTOR

MSC Colleagues,

Happy Fall! This season is always a time of change—the close of summer means many of you are settling into new duty stations and welcoming new teammates. This Fall, we welcomed our new Chief of Naval Operations, Adm. Daryl Caudle! I encourage you to read the CNO's letter to the fleet, to watch his Day-One Message, and to review his outlined priorities: Foundry—Fleet—Fight on Page 10. While change is a constant, our mission to serve our Nation's Sailors and Marines—while taking care of each other and our teammates—remains the same.

Last month the Corps Chief's Office and I did a whirlwind roadshow and symposium tour. Collectively, we visited Commands across the Indo-Pacific, California, Virginia, North Carolina, and Florida. This month, the Corps Chief's Office visited Commands in South Carolina and the Pacific Northwest. The highlight of my job is connecting with **YOU** and getting to say **THANK YOU** for the work you do and for your commitment to service. I would be remiss if I didn't acknowledge the role your **FAMILY** has in supporting your service. It is always an amazing and humbling experience to see and hear about the terrific work that you do to support the Warfighter and each other. **#GRATEFULFORYOU!**

Please join me in a hearty congratulations to our newly selected Commanders and Lieutenant Commanders! I ask that you share your journey with others, and I need your help in mentoring the officers

*(continued on next page)*

within the MSC community. The time proceeding the promotion board's results is a time of promise and hope; it can be very disappointing to see that you were not selected. If you were not selected this year, please reach out to your mentors, detailers, and the Corps Chief's Office. They will support you and offer candid advice and recommendations to you on how to prepare for next year's board. Our detailers provided comprehensive information about the continuation board process in this issue of *The Rudder*.

In this edition, you'll also hear from our MSC Reserve colleagues who participated in a Large-Scale Exercise employing 10 Maritime Operations Centers across the globe, learn about the NRIEP program at Naval Health Research Center, and gain an understanding of MyNavy Coaching. This month's HRO Spotlight highlights the Military-Baylor University partnership in delivering advanced Occupational Therapy training to our officers.

Finally, I also wish to convey my gratitude to Lt. Cmdr. (Sel.) Adam Braly as he departs *The Rudder* staff, having served faithfully for over three years—thank you for your efforts!

As always, **THANK YOU** for what you do to support the warfighter!

With respect and admiration! M. Case

M. CASE
Rear Admiral, Medical Service Corps
United States Navy
Director, Medical Service Corps

*YOKOSUKA, Japan (Aug. 12, 2025) – Rear Adm. Matthew Case, acting assistant director, Health Care Administration, Defense Health Agency, tours historic caves on Commander, Fleet Activities Yokosuka during a visit to U.S. Naval Hospital (USNH) Yokosuka. The caves date back to World War II and were used for naval storage and defense operations. The event was part of a two-day engagement that included leadership meetings, an All-Hands Call, a junior Sailor lunch, and tours of the hospital's facilities. U.S. Navy photo by Daniel Taylor/USNMRTC Yokosuka Public Affairs*

## CORPS CHIEF'S OFFICE

# CONGRATULATIONS, FY26 MSC COMMANDER SELECTS!

Alba Alexander
Allen Anthony Clark
Anderson Eric Edwin
Armas George C
Babskie Daniel Andrew
Beg Raza Pervez
Bell Steve Jason
Broderick David Lawren
Cava Mary Elizabeth
Conboy Christopher Lee
Cosgrove Sarah Emily
Epstein Noah Max
Foss Pamela Cole
Galka Jason Scott
Garciarivera Jose Adri
Gibboney Michael David
Goebel Neal Christiaan
Haden Brittany Griffit
Harasimowitz Eric Matt
Hartley Clark Kimball
Hummel Ann Martha
Jenkins Sarah Ann
King Taj Dwayne
Knorek John Kenneth
Laird Melissa Dee
Lee Albert Jong Suk
Lees Brian Leslie
Lenfert Amber Alayne
Lugo Christopher
Martin Krystal Nicolle
Matosmakris Nikolas An
Mitchell Patrick James
Moore Joshua A
Neipp James Andrew
Niven Jason Ryan
Noakes Nathan David
Olson Amelia Ross
Palmer Jonathan Mark
Pascetta Joseph Guerri
Paturzzio Mindy Lee
Pearson Mickenzie Jo
Peterson Ryan Lloyd
Pollmanturner Courtney
Porter Eric Andrew
Rabor Emiliano Calo
Richert Maile Lani
Riebel Laura Kathleen
Sarkissian Vahe Levon
Saunders Jessica Laure
Shepard Kyle Hanson
Stopford Samantha Jane
Wheeler Theodore C
Wilson Sobondo Josiah

# CONGRATULATIONS, FY26 MSC LIEUTENANT COMMANDER SELECTS!

Abadam Leonard Ebuen
Abeyratne Buddhika Raj
Abreu Aaronchristian T
Adkins Brent Emmons
Akpoduado Eguono Voke
Alamri Abdulla Hadi
Andu Zainob Adenrele
Araujo Irani De Jr
Arnsparger Valerie Ann
Barnson Brooke Joann
Barter Micaela Nicole
Bartlett Chelaya Arabi
Bauldry Rose Marie
Beadle Sarah Christine
Beamer Cory William
Becker William John
Bensinger Justin Matth
Berrios Kitrina Love
Bishop Aaron Robert
Blais Christopher Mich
Bostedt Kyle James
Boyd Barry Jr
Braly Adam Michael
Breland Kevin Juanell
Brewer Katrina Shauntr
Brinegar Charles M Jr
Brown Matthew Ray
Brown Xarviera S
Brownjiles Gwendolyn M
Burnett Andre Dewayne Jr
Carry Alexandra M
Chamberlain Aaron J
Chowdhury Golam S
Clifton Alexa Danielle
Cross Gabriel Thomas
Cross Raymond Michael
Curciobonner Coral Ann
Delossantos Samantha L
Dolgova Anna Andreevna
Draper Terry Jerome
Eberspeaker Eric Ryan
Esper Matthew Donald
Farohun Adeolu
Fawcett John Michael
Feeks Regina Elizabeth
Finger Gabriella Eliza
Floresvelez Gissel Mar
Gallego Sergio
Glisson Katelynn Eliza
Goldenberg Joshua Mich
Gutierrez Ara Monique
Hanigan Catherine Rose
Haque Ashraful
Hardy Michael Roy
Hawaz Eyob Solomon
Hayes Andrea Louise
Hecke Richard W
Heins Megan M
Hirata Amanda Joy
Hogan William Eugene Jr
Houser Stephanie Dee
Hui Julianne
Hunt Kevin Andrae
Hunt Kevin Daniel
Iheanacho Felix Arinze
Ireland Natalie Narell
Jackson Alec Galen
Johansen Joshua Allen
Johnson Zachary James
Jones Rudy Awah
Junio Dean Ferrer
Kabbah Jacob Kolubah
Kaplan Alexandra Danie
Karim Rezaul
Kennedy Grace Agnes
Kesterson Alexandria E
Khanal Niraj
Kirk Robert Andrew
Knapp Jennifer Ann
Kocher Erin Marie
Kucera Alexandria Nico
Lam Lily
Lawsonsmith Mercedes S
Lay Christopher Dale
Lee Kathryn Denise
Lestronge Jesse R
Lock Erin Elizabeth
Louie Jennifer F
Lucas Jeremy David
Mallory John Laurence
Marcantel Keegan Paul
Martin William Patrick
Martinez Ray
Mawanay Freddie Bayuca
Mccullum Crystal Yvonn
Melin Kimberly Kay
Miller Sarah Elizabeth
Mirandaquijada Hugo V
Moen Eleanor Marie
Moore Kendall Daniel
Moreno Angelita M
Mosier Kelson Anthony
Nesmith Rebecca L
Nevarez Elizabeth Joy
Nisperos Ruel Christop
Nketsiah Frank
Ogunyemi Adekunle Bami
Olvera Mariah Claretha
Pasco Marco
Pate Julia Gayle
Petry Stefen Charles
Pham Thuy Thi Thanh
Price John Michael Jr
Purnell Justin Marshal
Qi Ruby Nan
Ramirez Carrie Beth
Ramirez Joel A
Rausch Jeremy Steven
Reevey Richard Edward Jr
Reyes Krizandra Halal
Richardson Timothy Jam
Riley Rebekah Gwen
Roach Zachary Clevelan
Rodriguez Gricel Palom
Rausch Jeremy Steven
Riley Rebekah Gwen
Roach Zachary Clevelan
Rodriguez Gricel Palom
Sackett Peter C
Salo Paul D
Salomon Tristan Faile
Sayo Renato Enriquez Jr
Selmonvasser James Hen
Sims Brook May
Sinnott Sarah W
Smith Jerome Jr
Smith Jesse William
Smyth Alyssa Colette
Sourivanh Phokham
Spangler Christopher J
Stclair Daniel M
Stubbs Aidan Camille
Taag Nathan Allen Cho
Tittel Sasha Miko
Tolstoy Brittany Megan
Vollstedt Ross William
Wagner Noel Christian
Walker Jeffrey William
Walter Kaitlin Rose
Walton Brian I
Wefer Christopher John
Weick Michala Renae
Westerberg Jacob Ryan
Wilfong Kevin M
Williams Samantha Sanc
Wilson Jonathan Robert
Winston Paul
Wolfe Robert Joseph
Wolkenhauer Dale Jr
Wood Krystal Anne
Yowell Sharly Renaee
Zamias Jennifer Lynn
Zuni Kellylynn

## CORPS CHIEF'S OFFICE

# HEROES OF MILITARY MEDICINE AWARD NOMINATIONS OPEN!

The Navy is seeking nominations for the annual Hero of Military Medicine Award, which honors an individual from Navy Medicine who has distinguished themselves in medical research or clinical care through compassion, excellence, and selfless dedication to advance military medicine and the overall health of our nation's wounded, ill, and injured service members and veterans.

Medical Service Corps Active Duty Specialty Leaders are eligible to submit ONE nomination for the annual Hero of Military Medicine Award from their respective community to the Corps Chief's Office (point of contact Lt. Kionna Myles) no later than **Monday, Nov. 3, 2025** for consideration.

HEROES of MILITARY MEDICINE

**Eligibility**

Honoree Status: Navy Active Duty or Reserve
Rank: Any rank, enlisted or officer
Field: Actively involved in any discipline of medical research or clinical medicine
Role: Honoree may be a clinician, researcher, or technician
Timeline: Recognized service is not limited to one calendar year
Posthumous Award: Will be considered

**Selection Criteria**

Nominations must address the following criteria, providing clear and concise examples:

Major Achievements: Significant accomplishments in the nominee's primary field.
Patient Impact: Contributions to enhancing the lives and health of patients.
Advancement of Military and Veteran Medicine
Leadership: Demonstrated leadership abilities, including recognition as an exceptional leader, teacher, or mentor.
Heroism (If Applicable): Descriptions of any extraordinary acts of heroism where the nominee risked their life above and beyond the call of duty to assist one or more individuals in need.

**Nomination Package Requirements:**

Cover Letter: A letter of recommendation from the honoree's direct supervisor.
Curriculum Vitae or Resume: The nominee's current CV or resume.
2026 Heroes of Military Medicine Award Nomination Form (available through your Specialty Leader).

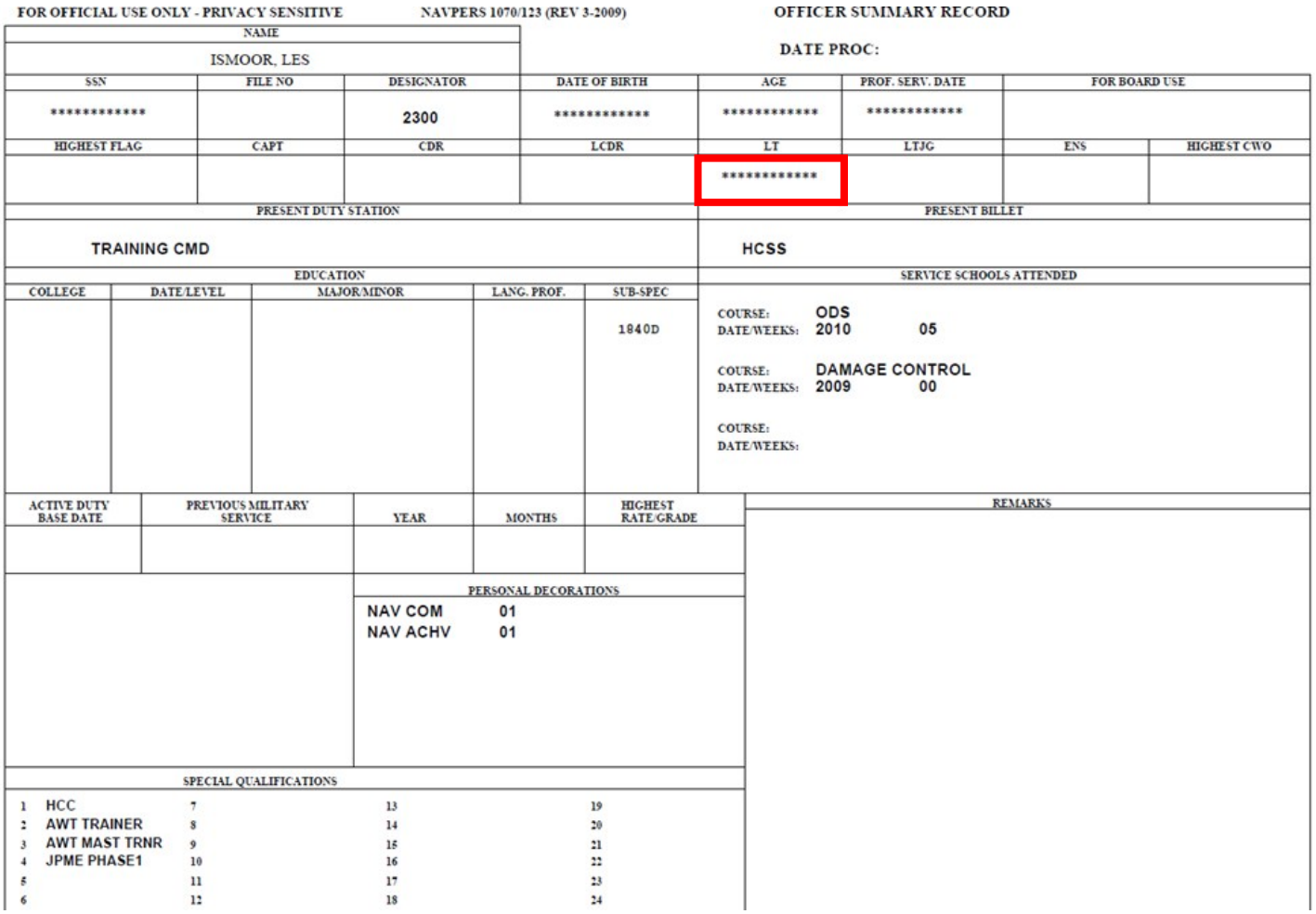
**Award Recognition:** The Navy Hero of Military Medicine honoree will be asked to participate in a ceremony at the Heroes of Military Medicine Awards dinner to be held in Washington, D.C., on Thursday, May 7, 2026. Subject to ethical clearances, the cost of domestic travel and hotel for two nights for the selected honoree and one guest will be paid by the Henry Jackson Foundation.

Please direct any questions to Lt. Kionna Myles.

# VERIFY YOUR ENTRY GRADE CREDIT DATE OF RANK (IF APPLICABLE)

If you have received Entry Grade Credit, please review your ODC/OSR and confirm the accuracy of your date of rank. The date of rank should reflect the date established on the Memorandum of Understanding (MOU), not the date the oath was signed.

If discrepancies are found or if you have questions, please contact Ms. Jacqueline Hoye, Branch Head, Officer Accessions and Promotions (email available in the global directory).



FOR OFFICIAL USE ONLY - PRIVACY SENSITIVE NAVPERS 1070/123 (REV 3-2009)

OFFICER SUMMARY RECORD

NAME: ISMOOR, LES

DATE PROC:

| SSN | FILE NO | DESIGNATOR | DATE OF BIRTH | AGE | PROF. SERV. DATE | FOR BOARD USE | |
|---|---|---|---|---|---|---|---|
| ********** | | 2300 | ********** | ********** | ********** | | |
| HIGHEST FLAG | CAPT | CDR | LCDR | LT | LTJG | ENS | HIGHEST CWO |
| | | | | ********** | | | |

PRESENT DUTY STATION: TRAINING CMD

PRESENT BILLET: HCSS

EDUCATION

| COLLEGE | DATE/LEVEL | MAJOR/MINOR | LANG. PROF. | SUB-SPEC |
|---|---|---|---|---|
| | | | | 1840D |

SERVICE SCHOOLS ATTENDED

COURSE: ODS
DATE/WEEKS: 2010 05

COURSE: DAMAGE CONTROL
DATE/WEEKS: 2009 00

COURSE:
DATE/WEEKS:

| ACTIVE DUTY BASE DATE | PREVIOUS MILITARY SERVICE | YEAR | MONTHS | HIGHEST RATE/GRADE |
|---|---|---|---|---|
| | | | | |

REMARKS

PERSONAL DECORATIONS

NAV COM 01
NAV ACHV 01

SPECIAL QUALIFICATIONS

| | | | | |
|---|---|---|---|---|
| 1 | HCC | 7 | 13 | 19 |
| 2 | AWT TRAINER | 8 | 14 | 20 |
| 3 | AWT MAST TRNR | 9 | 15 | 21 |
| 4 | JPME PHASE1 | 10 | 16 | 22 |
| 5 | | 11 | 17 | 23 |
| 6 | | 12 | 18 | 24 |

## AMSUS Awards

AMSUS acknowledges the abilities of many outstanding federal healthcare individuals each year through our distinguished Awards Program. Please mark your calendars: the awards submission deadline is Nov. 15, 2025.

Link: https://amsus.org/page/AMSUSAnnualAwardsProgram

AMSUS
The Society of Federal Health Professionals

## CORPS CHIEF'S OFFICE

# UPCOMING COURSES CALENDAR

| Course Name | Start Date | End Date | Location | Registration Information |
|---|---|---|---|---|
| Intermediate Leadership Course (ILC) | Oct. 06, 2025 | Oct. 10, 2025 | Dam Neck, VA | NMRTC Portsmouth Training Portal |
| Surface Warfare Medical Dept Officer Indoctrination | Oct. 13, 2025 | Oct. 24, 2025 | San Diego, CA | NMRTC San Diego SharePoint |
| Senior Leader Legal Course (SLLC) | Oct. 14, 2025 | Oct. 16, 2025 | Newport, RI | Naval Justice School Site |
| Intermediate Executive Skills Course (IESC) | Oct. 20, 2025 | Oct. 23, 2025 | Virtual | MHS Learn |
| Intermediate Leadership Course (ILC) | Oct. 20, 2025 | Oct. 24, 2025 | Damn Neck, VA | NMRTC Portsmouth Training Portal |
| Intermediate Leadership Course (ILC) | Oct. 20, 2025 | Oct. 24, 2025 | San Diego, CA | NMRTC San Diego SharePoint |
| Intermediate Leadership Course (ILC) | Nov. 03, 2025 | Nov. 07, 2025 | Dam Neck, VA | NMRTC Portsmouth Training Portal |
| Intermediate Leadership Course (ILC) | Nov. 03, 2025 | Nov. 07, 2025 | San Diego, CA | NMRTC San Diego SharePoint |
| Senior Leader Legal Course (SLLC) | Nov. 04, 2025 | Nov. 06, 2025 | Newport, RI | Naval Justice School Site |
| Capstone for MHS Leaders Course | Nov. 17, 2025 | Nov. 20, 2025 | Virtual | MHS Learn |
| Intermediate Leadership Course (ILC) | Nov. 17, 2025 | Nov. 21, 2025 | Dam Neck, VA | NMRTC Portsmouth Training Portal |
| Intermediate Leadership Course (ILC) | Nov. 17, 2025 | Nov. 21, 2025 | San Diego, CA | NMRTC San Diego SharePoint |
| Senior Leader Legal Course (SLLC) | Nov. 18, 2025 | Nov. 20, 2025 | Virtual | Naval Justice School Site |
| Senior Leader Legal Course (SLLC) | Dec. 1, 2025 | Dec. 3, 2025 | Newport, RI | Naval Justice School Site |

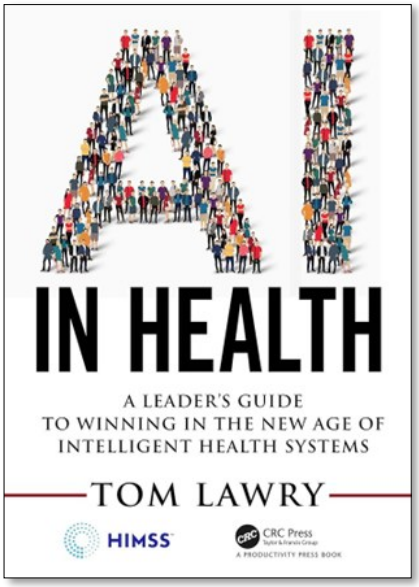
Find complete course details, including descriptions, purpose, seat availability, nomination deadlines, and more in the FY26 Navy Medicine Leadership Course Catalog.

To suggest additional courses for the upcoming calendar, contact Lt. Cheryl Kivlehan or Lt. Micaela Barter (contact information on MSC SharePoint). *Note that Lt. Kivlehan & Lt. Barter cannot register you for courses.*

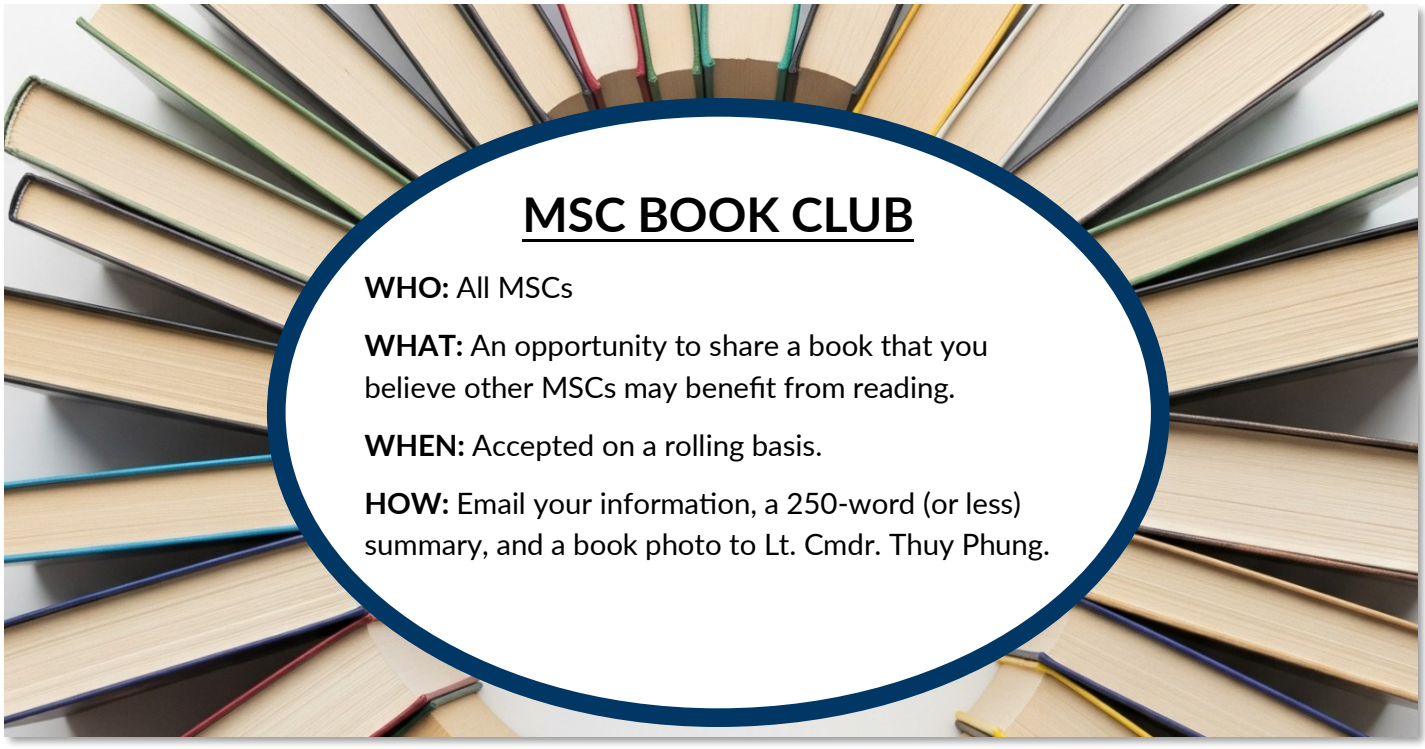
MSC BOOK CLUB

# AI IN HEALTH: A LEADER'S GUIDE TO WINNING IN THE NEW AGE OF INTELLIGENT HEALTH SYSTEMS BY TOM LAWRY

**Recommended by: Cmdr. Janette Arencibia, PEO Medical Systems**




Tom Lawry's "AI in Health" is a great read for those interested in a comprehensive exploration of artificial intelligence's (AI) transformative potential in modern medicine. Lawry, a healthcare technology executive and active member of the Health Information Management and Systems Society (HIMSS), presents AI not as futuristic speculation but as a present reality reshaping patient care, diagnostics, and operational efficiency. The book examines practical applications including predictive analytics for patient outcomes, automated medical imaging analysis, and AI-powered clinical decision support systems. Key themes include AI's role in addressing physician burnout through administrative automation, improving diagnostic accuracy in resource-constrained environments, and enhancing population health management. Lawry emphasizes the importance of human-AI collaboration or "human in the loop" rather than replacement, advocating for AI as a tool that amplifies clinical expertise rather than supplanting it. The book also addresses implementation challenges including data privacy, regulatory compliance, and change management—considerations especially pertinent in military healthcare where security and standardization are paramount. He provides frameworks for successful AI adoption, emphasizing the need for physician buy-in and proper training. For our Navy Medical Service Corps officers, this book offers valuable insights with regards to leveraging AI for improved patient outcomes while maintaining operational readiness. Lawry's practical approach, combined with real-world case studies, make complex AI concepts accessible to healthcare administrators and clinicians alike, providing a roadmap for integrating these technologies into Naval medical practice while preserving the human elements essential to quality care.


MSC BOOK CLUB
WHO: All MSCs
WHAT: An opportunity to share a book that you believe other MSCs may benefit from reading.
WHEN: Accepted on a rolling basis.
HOW: Email your information, a 250-word (or less) summary, and a book photo to Lt. Cmdr. Thuy Phung.

*Disclaimer: MSC Book Club Recommendations are the solely views of the member and do not necessarily represent the views of the United States Navy.*

## CNO #34 PRIORITIES

# FOUNDRY—FLEET—FIGHT

***Watch Admiral Caudle's Day One Message Here***

### MISSION

The Navy shall be organized, trained and equipped to deliver **peace through strength**, securing our national interests and prosperity. We exist for **prompt and sustained combat at sea**, preserving freedom of navigation, safeguarding global commerce and deterring those who would challenge America's values and sovereignty.

### VISION

We stand at an inflection point – an era marked by great power competition, proliferating threats, rapid technological convergence and an increasingly contested maritime domain. To prevail, we must build and sustain a Navy that is **ready to fight and win – today, tomorrow and well into the future.**

*Adm. Daryl Caudle, the 34th Chief of Naval Operations, delivers remarks during an assumption of office ceremony (U.S. Navy Photo by Mass Communication Specialist 1st Class Vanessa White).*

At the center of this vision is the Sailor. Our men and women are the Navy's main weapon system—their skill, resilience and courage remain our greatest asymmetric advantage. We will put them first by relentlessly pursuing full-spectrum readiness, deepening cross-domain integration, harnessing innovation at speed and strengthening our warrior ethos.

Our Navy must be **resilient, agile, globally present and combat credible.** We will align tightly with national defense priorities, expand our ability to integrate with Joint Force and Allied partners and preserve our enduring advantage at sea. In doing so, we will guarantee freedom of navigation, deter aggression and project power where and when it matters most.

### PRIORITIES

We will view everything we do through an operational lens focused on the **Foundry**, the **Fleet** and the way we **Fight**.

### FOUNDRY

The Foundry represents the enduring sum of our total force, shore infrastructure, maintenance depots, schoolhouses, industrial base and intellectual capital required to generate, sustain and modernize naval power. Every ounce of sea power we wield originates in the Foundry; it is the bedrock of our Navy.

We will not neglect the global network of infrastructure and capacity that enables our Sailors to excel. From new ship construction to depot-level repair, from weapons production to the training pipelines that develop warfighters – the Foundry underwrites combat credibility.

To remain the world's most formidable fighting force, we will operationalize readiness, accelerate shipbuilding and repair at scale and modernize our force-generation model. This means strengthening public-private partnerships, investing in resilient supply chains, expanding workforce development and ensuring our training systems deliver Sailors fully prepared for the high-end fight.

Simply put—without a strong Foundry, there is no Fleet.

*(continued on next page)*

## FLEET

The Fleet is forged in the Foundry and is our Nation's decisive instrument of maritime power. Comprised of people, platforms and payloads, it is designed to deter aggression, project power and secure our national interests on and from the sea.

No image symbolizes American resolve more than a U.S. Navy ship on the horizon – lethal, resilient and ready to fight. The Fleet's unique mobility, persistence and global reach enable us to impose costs on adversaries, reassure allies and guarantee the free flow of commerce.

Tempered by our resolve, our Fleet is world-class, battle-ready and second to none. With our Sailors at the helm, supported by strong Navy families, there is no challenge we cannot overcome. We will continue to build an integrated, all-domain Fleet– one that fuses maritime (surface, air and undersea), cyber, space and strategic capabilities while leveraging Joint Force and Allied partners to dominate across the competition continuum.

Interoperability and interchangeability with allies and partners will be our force multiplier. By enhancing collective maritime security, we will magnify our forward presence and strengthen deterrence worldwide.

## FIGHT

Fighting is our ultimate honor and sacred responsibility – delivering violence on behalf of the Nation when called. For nearly 250 years, the U.S. Navy has honed its toughness, tenacity and ingenuity to secure victory. Those who challenge us in combat will be met with overwhelming force and sent to the bottom.

But we must fight differently in the future. In today's rapidly evolving landscape, we will innovate, adapt and integrate cutting-edge technologies at the speed of relevance. We will deliver and refine the Navy Warfighting Concept and develop a new Navy Deterrence Concept, both anchored in peace through strength.

We will accelerate the integration of artificial intelligence, robotic and autonomous systems, resilient C3 architectures and synchronized effects – ensuring decision advantage, survivability and combat overmatch. We will ruthlessly pursue a Future Fleet Design – comprised of unmatched conventionally manned ships, deeply integrated with asymmetric hedge forces that expand our reach and impose costs more effectively across every domain.

Our charge is clear: To ensure the Navy remains the most lethal, survivable and globally dominant maritime force.

## THEORY OF VICTORY

At the end of my tenure as CNO, success will be measured by results:

- **Platforms delivered and repaired on time.**
- **Fully manned and combat ready ships.**
- **Ordnance production meeting contracted demand.**
- **Backlogs in repair parts eliminated**
- **Sailors trained to the highest levels of mastery.**

Through disciplined execution, we will increase our lethality and preserve our sustained advantage. To achieve this, we are calibrating our sights, refining our course and transforming our approach of solving our Navy's toughest problems. Guided by the **Navy Warfighting and Deterrence Concepts**, we will develop and execute a holistic Campaign Plan that delivers the warfighting capability and capacity necessary to win in the 21st century.

To maintain transparency and unity of effort, I will release a series of "**CNO Notes" – or "C-Notes"** – providing guidance and direction to the Fleet. These will be grounded in my vision, informed by your feedback and driven by operational necessity. They will require your trust, ownership and commitment to be successful.

I am proud to serve alongside you – America's Sailors – as we embark on this next chapter in our Navy's history.

**Daryl L. Caudle**
**Admiral, United States Navy**
**34th Chief of Naval Operations**

FROM THE DETAILERS

# CONTINUATION: WHAT YOU NEED TO KNOW

Each year, naval officers face the challenge of meeting career milestones and promotion boards. For some, the results may bring the possibility of **continuation,** an important program designed to retain valued officers whose careers might otherwise end prematurely due to years of service limits or multiple failures of selection (FOS) for promotion.

Continuation isn't just an administrative process; it's a way for the Navy to retain talent, to ensure mission readiness, and to provide officers with an opportunity to continue serving. Below, we've highlighted the most common questions to help you better understand how continuation works.

### What is continuation?

Continuation is a **selective retention process**. Officers who are twice FOS for promotion or facing mandatory separation because of years of service may be offered the chance to remain on active duty. Officers who accept continuation can serve for the approved period, continue to compete for promotion, and may extend their service further if selected for promotion or offered additional continuation.

### Who is eligible for continuation in FY26?

**Lieutenants:**

- 2X FOS Lieutenants with fewer than **18 Years of Active Service (YOAS)** and selected for continuation will be continued for 3 years but not beyond retirement at **20 YOAS.**
- 2X FOS Lieutenants with **18 or more YOAS** will be retained until retirement eligible at **20 YOAS.**
- Lieutenants who were previously continued and whose continuation ends during **FY26.**

**Lieutenant Commanders:**

- 2X FOS Lieutenant Commanders with **14–18 YOAS:** Continued until retirement eligible **at 20 YOAS.**
- 2X FOS Lieutenant Commanders with **fewer than 14 YOAS:** Continued for **3 years.**
- 2X FOS Lieutenant Commanders with **18 or more YOAS:** Not formally continued but retained until retirement eligibility at **20 YOAS**.
- 2X FOS Lieutenant Commanders facing statutory retirement at **20 YOAS in FY-26:** Continued until the last day of the month in which **20 YOAS** is completed.

**Key References:**

- NAVADMIN 294/24
- SECNAVINST 1920/7C
- SECNAVINST 1412.8C

### Frequently Asked Questions

**What if I don't accept continuation (or am not offered it)?**

You must separate no later than the **first day of the seventh month** following release of the promotion board results (via ALNAV message) that reflect your second FOS. Officers may request to separate earlier in coordination with their commanding officer.

**Can I serve past my "no later than" (NLT) date?**

No—unless you have pending military justice proceedings or a formal Physical Evaluation Board in progress.

**Do I need to apply to the continuation board?**

No. Eligible officers are **automatically considered**. While communication isn't required, you may submit a letter to the board in accordance with **MILPERSMAN 1420-010** if you wish.

*(continued on next page)*

## 5 Things to Know About Continuation

**1. Automatic consideration** – No application needed; your record goes before the board if eligible.

**2. Presumed acceptance** – You're considered to accept unless you decline in writing within 90 days.

**3. Separation timeline** – If not continued, separation must occur by the 7th month after board results.

**4. Retirement eligibility** – Continuation often bridges officers to reach 20 years of service.

**5. Separation pay** – Declining continuation may qualify you for separation pay if you have at least 6 years of active duty and won't reach retirement eligibility.

**How will I know if I've been offered continuation?**
Results are posted on **BUPERS Online (BOL) at** www.bol.navy.mil (CAC-enabled) immediately following the release of promotion board results via ALNAV message. Codes include:

- **A** – Continued until retirement eligible
- **C** – Continued for 3 years
- **M** – Not selected for continuation

**What happens once I'm selected?**
You are presumed to accept continuation unless you **decline in writing within 90 days** of the promotion board results being released.

**If I decline continuation, am I eligible for separation pay?**
Possibly. Officers with at least **6 years of active duty** whose continuation would not have taken them to retirement eligibility may qualify for separation pay.

**Why does continuation matter?**
Continuation provides stability for officers, their families, and the Navy. It allows talented officers to continue their service, compete for future promotions, and potentially reach retirement eligibility.

**Who can I contact for questions?**
For additional guidance, please reach out to your detailer or the MSC Officer Community Manager:

**Capt. Kimberly Oelschlager (Healthcare Clinicians)**
**Cmdr. Crystal Massey (Healthcare Scientists)**
**Lt. Cmdr. Jarrett White (Healthcare Administrators)**

RESERVE UPDATE

# MSC RESERVISTS REACH NEW MILESTONE WITH LARGE SCALE EXERCISE

**By: Lt. Katie Parizek, BUMED Headquarters**

For the first time, Navy Reserve Officers assigned to BUMED Headquarters participated in the U.S. Navy and U.S. Marine Corps-led Large Scale Exercise (LSE) 2025, Jul. 30 to Aug. 8, 2025.

LSE 2025 employed 10 Maritime Operations Centers (MOCs) across the globe and incorporated U.S. allies and partners—including Canada, Japan, and NATO. The Reserve staff provided real-time, dedicated support to dynamic scenarios and daily injects within the BUMED HQ MOC. The exercise incorporated the Navy Surgeon General's Campaign Plan 2028 and the line of effort of delivery of expeditionary medicine systems.

"Building on a culture of 'Get Real, Get Better,' Navy Reserve BUMED HQ has successfully integrated with the active component to be trained, ready, and equipped to support BUMED's MOC for any future contingency or crisis events," said Lt. Cmdr. Steven Castle, a plans, operations and medical intelligence (POMI) officer.

The Reserve unit worked diligently throughout FY25 to prepare for LSE 2025 including participation in three staff exercises (STAFFEXs). The STAFFEXs provided acclimation and training on the functions, roles, and daily operations of a MOC, and was pivotal in preparing the Reserve staff to support LSE 2025. To complement the scenario-based exercises, the Reserve members also reviewed and analyzed various policies providing authorities and procedures for mobilization and augmentation of Naval Forces.

"As Selective Reservists, we are grateful to the leadership at BUMED for integration that leverages the Reserve Forces that increases our capabilities to quickly respond to global events," concluded Castle. "We look forward to sustained support and have hopes that this is a beginning for what could be a Navy-wide model towards greater integration of Reserve Forces."

LSE 2025 provided a pivotal opportunity to test and refine the Navy and Marine Corps' ability to operate in a globally contested environment. By integrating advanced warfighting concepts, allied capabilities, and real-time operational coordination, the exercise reinforced the maritime services' commitment to maintaining strategic advantage, deterring aggression, and ensuring security and stability across the world's oceans.

*FALLS CHURCH, Virginia. Large Scale Exercise 2025 at Defense Health Headquarters. From left, Lt. Cmdr. Prima Baines, POMI; Lt. Katherine Parizek, health information technology; Cmdr. Layra Avalos, POMI; Cmdr. Jacqueline Teixeira, HCA; Lt. Cmdr. Charity Catania, POMI; and Cmdr. Steven Castle, POMI.*

# NHRC SUMMER RESEARCH INTERNS SHOW GREAT PROMISE AS FUTURE FORCE STANDOUTS

**By: John Marciano, Naval Health Research Center**

Naval Health Research Center (NHRC) is a partner with the Naval Research Enterprise Internship Program (NREIP). The naval internship program placed college and university students pursuing Science, Technology, Engineering, and Mathematics (STEM) careers in U.S. Navy laboratories across the country. This past summer, NHRC was home to six interns working alongside biomedical engineers, microbiologists, neuroscientists, physiologists, and medical surgeons. The NHRC research staff mentored the interns and made sure they receieved access and real hands-on experiences. Many NRIEP participants have gone on to become MSC officers or Navy department civilian scientists.

*Aboard the USS Abraham Lincoln (CVN-72). NRIEP intern Jenica Earl was instrumental in collecting, analyzing, and presenting data on a continuous chest compression (CCC) device. Photo by Mr. John Marciano.*

Jenica Earl, a graduate student from the University of South Carolina studying kinesiology, was paired with Rebecca McClintock, a research physiologist on the Warfighter Performance Department's Thermal Team, where she collected, analyzed, and presented data on a continuous chest compression (CCC) device tested during medical drills aboard the USS *Abraham Lincoln (CVN-72).*

Shreya Singh, an undergraduate in cognitive science at the University of California, Los Angeles worked in NHRC's Warfighter Laboratory with Senior Neuroscientist, Dr. Wiemen Zheng, where she explored AI and machine learning models to decode visual images from EEG signal datasets.

As a combined research and clinical intern, Drew Nelles had the opportunity to learn how clinical experience informs translational research as well as how the research impacts the care of patients. Alannah Harnden, a San Diego State University master's in biology student, and Alejandra Abramson an undergraduate at the University of Michigan in microbiology both worked in NHRC's Operational Infectious Diseases laboratory and executed experiments that led to the protein expression and purification of new target proteins that were analyzed on the Quantum-Si Platinum instrument.

Ryan Ngo, a master's degree graduate student in computer science from California State University, helped develop data management strategies and performed various machine learning and AI approaches to determine what factors associated with a person's daily activity and sleep data best predict a person's readiness. "Consistent with the Navy Surgeon General's priorities of 'Recruit and Retain Navy Medicine Shipmates,' our research staff have done an outstanding job mentoring this group of interns, and in a short time, have shaped enthusiastic, innovative future force research warriors that will help modernize Naval power. We look forward to our continued partnership with the NREIP program," said NHRC executive officer Cmdr. Ken Fan.

NHRC, part of the Navy Medicine Research & Development Enterprise, supports Navy, Marine Corps and joint U.S. warfighter readiness and lethality with research and development that delivers high-value, high-impact solutions to the health challenges U.S. military population faces on the battlefield, at-sea, home and abroad.

CAREER DEVELOPMENT

# INCORPORATING MYNAVY COACHING AS ANOTHER LEADERSHIP TOOL

**By: Cmdr. Erica R. Harris, Office of the Naval Inspector General**

The Medical Service Corps (MSC) is invested in the continued development of all officers, regardless of rank. There are a variety of developmental conversations which support officers to include: mentoring, counseling, advising, teaching, and coaching. The idea of actively developing people, such as pairing a less experienced person with a more experienced person to provide advice and guidance, is not a new concept by any means and goes back thousands of years. One of our words for developing people, "mentor" or "mentoring," comes from the ancient Greek epic *The Odyssey*: the main character's son, Telemachus, is left in the care of a wise, old man named Mentor.

Coaching, on the other hand, is different from mentoring. Since the 16th century, the word 'coach' was used to refer to a horse-drawn carriage to take someone from where they were to where they wanted to go. In the 20th century, large buses with rows of seats were called coaches, and their goal was to get people from where they were to where they wanted to go. It was not until the 1880s that the word coach was used to refer to someone in an athletic setting to tutor rowing students on the Cam River in Cambridge. Over time, the word became affiliated with musicians, public speakers, and actors who were looking for coaches to help them improve their skills and get to the next level. Despite the different ways the word coach has been used, the idea of a coach has not really changed. A coach helps to take someone from where they are now to where they want to be by using the coach-like skills of active listening, empathy, asking powerful, open-ended questions, and engaging in bidirectional feedback.

**What is MyNavy Coaching?**

MyNavy Coaching is a Chief of Naval Personnel-led initiative to build and to sustain a coaching culture in the Navy. The purpose is to deliberately grow, broaden, and sustain development to enhance performance through personal and professional goal setting and constructive feedback. It is an initiative, not a program, that is an integral part of the Navy's talent management culture renovation where you can play a leading role in introducing a new, more effective way to promote ownership and accountability for development leading to better performance outcomes.

MyNAVYHR
Exercise:
Triad Coaching and Feedback
The coach will go first. They will provide their perspective on what went well and what could have gone better.
Then the coaching partner will provide feedback.
Then the observer will provide feedback.
Skills Evaluation Tool

*BETHESDA, Maryland. Cmdr. Erica Harris, Research Psychologist, delivers a coaching workshop at the Naval Medical Leader and Professional Development Command.*

**How can you use coaching to help others?**

When you engage in coach-like behaviors, you are helping to create a better Navy and Marine Corps culture that is more productive, innovative, and provides fulfillment to our officers, enlisted, and civilians – leaving them inspired at the end of these developmental conversations to invest in themselves. Coaching paves a pathway for better developmental conversations and allowing feedback on what goals the coaching partner wants to attain. Coaching further serves as a skillset that allows you to identify your goals and establish an actionable plan to achieve them. Whether it is becoming a department head, promoting, or transferring to a new command, coaching will allow you to discover ways in which to accomplish these things.

Coaching should not be viewed as a role or as hierarchy – rather, it should be viewed as *a way of being* and as

*(continued on next page)*

a *communication skill*. The coach guides the conversation by asking open-ended questions that do not consist of yes/no answers to the person being coached, whom we will call the coaching partner. As a coach, you do not have to be the same or equal rank, nor do you need to be a subject matter expert in the same field or specialty as the coaching partner. You will likely be a better coach the less you know about what a person wants to pursue, as the "mentor hat" is likely to come out. The role of the coaching partner is to answer the questions and to decide the direction of the conversation. Using coach-like behaviors enables you to create the conditions for growth, meaningful work, and deeper relationships for every member of your team.

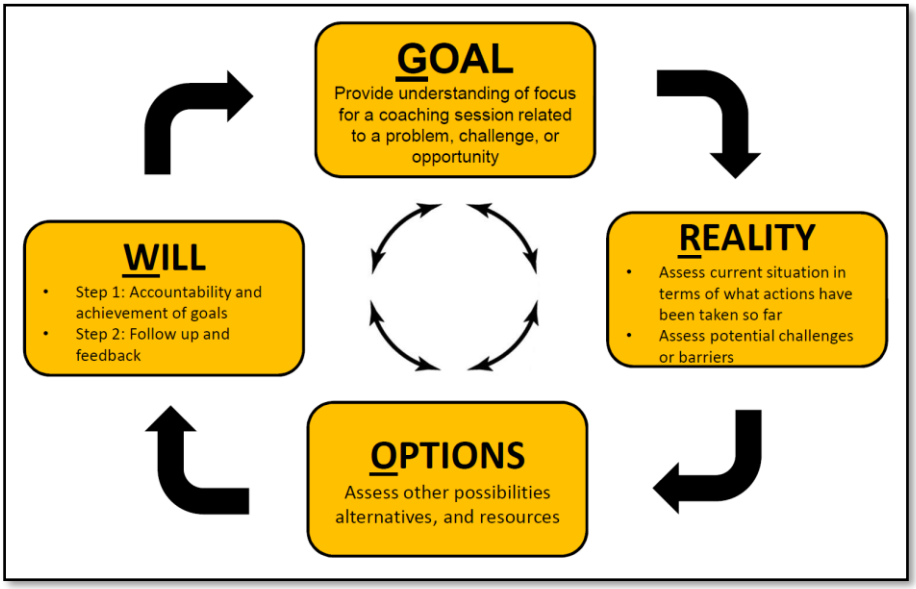

GOAL
Provide understanding of focus for a coaching session related to a problem, challenge, or opportunity
REALITY
Assess current situation in terms of what actions have been taken so far
Assess potential challenges or barriers
OPTIONS
Assess other possibilities alternatives, and resources
WILL
Step 1: Accountability and achievement of goals
Step 2: Follow up and feedback

*Figure 1: GROW Model. Use permission granted by The Estate of Sir John Whitmore and Performance Consultants International.*

**What is the framework for coaching conversations?**

The framework used in MyNavy Coaching is known as the GROW Model—a four-step sequence that asks the following: What is your **G**oal? What is your current **R**eality/what have you already tried? What are your **O**ptions? And what is your **W**ill? What are you going to do? When are you going to do it? And how will I know you have done it? This builds in accountability, ownership, and responsibility for your own development. Learning this framework and how to ask open-ended questions provides you the opportunity to help other Officer grow and develop to achieve greater levels of performance.

Despite the GROW Model being a framework for us to have coaching conversations, it is not sequential. You might find you are spending more time between Reality and Options or that you even need to go back and clarify the Goal a bit more. Do not be afraid to jump around. There is no right or wrong order to ask these questions.

**How can the GROW Model be used?**

The GROW Model is a flexible tool that you can use anytime there is an opportunity to have a developmental conversation. This conversation could be two minutes long or 30 minutes or longer. It is a flexible tool and does not require a lot of time. It can also be used for personal and professional development. Your goal in being more coach-like is to move the coaching partner forward to some actionable item to help them get to their goal. Furthermore, it can be used both in 1-on-1 or in team settings. You can use it in your meetings to establish your goal, decide what's getting in the way (reality), figure out options, and then decide the will – what are you going to do, when are you going to do it, and who will you let know?

Additionally, you can use the GROW Model during Career Development Boards (CDB). The CDB is more than just a review of an individual's paper record. Development of a **whole person** requires an understanding of who they are and what drives them to excel. A developmental conversation using the GROW Model framework allows us to ascertain more information from the Officer who is having the CDB regarding their short- and long-term goals. Although mentoring and previous experiences are helpful, it's critical to create a space for the individual to share their experiences with Board Members serving as coaches utilizing the GROW Model framework.

**How do I learn more?**

For more information about MyNavy Coaching, visit:

The MyNavyCoaching Website

HRO SPOTLIGHT

# MILITARY-BAYLOR UNIVERSITY DOCTOR OF SCIENCE IN OCCUPATIONAL THERAPY (DScOT)

**By: Lt. Cmdr. Tara Haugen & Lt. Cmdr. Joseph Kidd, Brooke Army Medical Center**

The Navy Occupational Therapy (OT) community is enhancing warfighter readiness through High Reliability Organization (HRO) principles with the Military-Baylor Doctor of Science in Occupational Therapy program (DScOT). The DScOT program equips graduates with advanced evidence-based practices to optimize warfighter performance. This rigorous 24-month program conducted at the Medical Education and Training Command (METC), the U.S. Army Medical Center of Excellence (MEDCoE), and Brooke Army Medical Center (BAMC) in San Antonio, Texas, emphasizes clinical reasoning, neuro-musculoskeletal (NMSK) pathology, behavioral health, human performance optimization, and a research-focused project geared for peer-reviewed publication.

The DScOT program cultivates leaders, with graduates like Lt. Cmdr. Tara Haugen, assistant professor and director of research, who mentors current students (including Navy MSCs Lt. Cmdr. Oluwole Afuape and Lt. Yocelin Hernandez-Rojero), as well as collaborates fleet-wide to improve OT services. Her work includes developing the Navy OT resiliency program piloted in Yokosuka, Japan, and partnering with Lt. Cmdr. Joe Kidd at EMF Juliet to support operational forces. Utilizing HRO principles, Haugen and Kidd are creating scalable interventions to mitigate neuro-musculoskeletal injuries and improve resilience.

*Navy Occupational Therapists (from left) Lt. Cmdr. Oluwole Afupe, DScOT fellow; Lt. Cmdr. Tara Haugen, DScOT faculty; and Lt. Cmdr Cynathia DeArmon Occupational Therapy "C" school instructor along with their children as they volunteer during the Military-Baylor University pediatrics lab at The U.S. Army Medical Center of Excellent on Fort Sam Houston, Texas.*

The DScOT program actively embeds HRO principles into its curriculum and practice:

**Sensitivity to Operations:** Courses like Combat Operational Stress Control, Management of Burns and Multiple Trauma, and Ergonomics equip OTs to understand operational demands, focusing on:

- Upper Extremity Orthopedic Injury Rehab
- Targeted interventions to return Sailors and Marines to full duty.
- Injury Prevention Ergonomic Training to reduce NMSK injuries.
- Acute and Chronic Pain Mitigation Strategies
- Resiliency and Combat Stress Control

**Commitment to Resilience:** The DScOT program prepares practitioners to respond effectively to unpredictable situations and enhance warfighter resilience. OTs provide holistic, patient-centered interventions supporting recovery through a multidisciplinary approach. During Operation Enduring Freedom, OT played a role in a multidisciplinary team achieving a 97.9% return-to-duty rate. Kidd is augmenting forward-deployed assets with OT services, aiming to boost resilience through specialized care for NMSK and behavioral stress responses, increasing access to non-pharmacological pain management. Occupation-

*(continued on next page)*

*Current DScOT students with the Military-Baylor University Entry Level Occupational Therapy doctorate class of 2026 during a lab exercise for their Children and Youth class at The U.S. Army Medical Center of Excellent on Fort Sam Houston, Texas.*

al therapists are uniquely trained to assess and treat performance patterns, functional cognition, and physical conditions that build resilience. The project has the potential to increase resilience, physical performance, and decrease lost manning through MEDEVAC reduction.

**Deference to Expertise:** The program cultivates OT leaders who guide future providers and serve as Subject Matter Experts. Fellows instruct military and civilian occupational therapists at the MEDCoE and Baylor University as Assistant Faculty. Afuape recently trained 30 physical therapy students on upper extremity conditions and splinting. Current fellows lead instruction in human performance optimization, sensory processing, and ergonomics. OT providers are experts at treating and prevention of common conditions through functional assessment of environment, ergonomics, and performance patterns, and provide evidence-based education for groups and individuals on non-pharmacological strategies to enhance self-efficacy with chronic pain, behavioral health/stress management, functional cognition, daily living skills, routine enhancement, and sleep hygiene. Lt. Ruth Chase serves on the International Military Medical Pain Provider Working Group (IMMPPWG), collaborating with 14 NATO countries on pain management research, training, and policy.

**Preoccupation with Failure:** The DScOT program fosters continuous learning and process improvement. Students use rigorous scholarly activity and evidence-based practice to identify gaps in warfighter functional health needs and OT interventions. Haugen created the first reliable screening tool for identifying sensory thresholds, helping identify those at risk for stress-related disorders; Kidd is using this information to develop a mind-body approach augmenting support for forward-deployed assets.

**Reluctance to Simplify:** Occupational therapy requires a holistic approach considering the individual's environment, values, and goals. The DScOT program emphasizes this complexity, directly impacting operational performance by bolstering existing skillsets and developing new performance patterns to enhance readiness.

In closing, The Navy OT community, through the Military-Baylor DScOT program, is vital to expanding medical readiness and resilience. Embracing HRO principles, they provide the best evidence-based care to warfighters, improving operational outcomes.

MSCs IN FOCUS

# CORPS CHIEF VISITS MSCs ACROSS THE GLOBE

*TWENTYNINE PALMS, California — Rear Adm. Matthew Case, Chief of the Navy Medical Service Corps (MSC) and Acting Assistant Director for Healthcare Administration for the Defense Health Agency, visited Navy Medicine Readiness and Training Command (NMRTC) Twentynine Palms on July 30 to commemorate the corps' 78th birthday and highlight the continued importance of military medical readiness in an increasingly challenging global environment. The two-star admiral's visit centered on celebrating the MSC's' legacy while addressing the challenges and responsibilities ahead for both Navy Medicine and the Defense Health Agency as a whole. Case also hosted an all-hands call with MSC officers at Robert E. Bush Naval Hospital, with Navy Medicine Readiness and Training Unit (NMRTU) China Lake and Navy Medicine Readiness and Training Detachment (NMRTD) Bridgeport Sailors attending virtually.*

*"We have an incredible mission," Case told the assembled officers. "We have to be prepared for the fight tonight—not tomorrow, but tonight. Because, we do have adversaries in the world that threaten us." Case outlined four strategic priorities that guide the MSC: warfighting requirements, force generation, force preservation and force development. He emphasized the need to balance direct patient care with long-term operational readiness. "These areas are all connected," he said. "We're generating and preserving force, we're developing ourselves and our teams, and we're standing ready to fight. That's what we do."*

*The visit came as part of a larger effort by Navy Medicine leadership to stay connected with front-line personnel. Case's stop at the Twentynine Palms installation underscored the vital role MSC officers play in supporting both healthcare delivery and the warfighter mission — especially in remote and resource-limited environments. He also touched on the Navy's laser focus in the Pacific region, noting the importance of ensuring medical support remains agile, distributed and capable across long distances. "Pacific operations are at the center of our planning," he said. "We must maintain the same standard of care in forward-deployed environments as we do in major medical centers." Case encouraged ongoing professional development and the power of learning every day, urging officers and all Sailors to take advantage of every learning opportunity to better serve the fleet and their country. "Our adversaries can outnumber us, but they will never outsmart us. That, and the fact that we are a volunteer fighting force–not a conscripted one–is what makes us the leading military in the world." Case also emphasized the critical role military families play in supporting service members' missions, describing military service as "a package deal" that affects entire families through frequent relocations, deployments and the uncertainties of military life. "Sometimes the stuff we get to do is kind of cool, but our spouses and loved ones are dealing with other things, trying to move forward, maybe going to school for the first time or going to a new school for the seventh time," Case said, encouraging service members to actively thank their families for their support.*

*OKINAWA, Japan (Aug 16, 2025) Rear Adm. Matthew Case visits MSC officers and their families at a Hawaiian-style Luau. Photo courtesy of Lt. Roscoe Gillum.*

*SAN DIEGO, California (Aug. 8, 2025) MSC Officers pose at the 2025 Southern California Medical Service Corps Officer Association Symposium. This year's theme, "Leading and Defining Roles of MSC Officers in Expeditionary Platforms," focused on the evolving contributions of MSC officers to the Navy's global medical mission. The symposium featured senior leaders from Navy Medicine and the operational fleet, including Rear Adm. Matthew Case, Defense Health Agency Acting Assistant Director, Healthcare Administration; Rear Adm. Brent DeVore, Commander, Expeditionary Strike Group THREE; Capt. Virginia Damon, Director, Naval Hospital Camp Pendleton; Capt. Kevin Bailey, Commanding Officer, Naval Expeditionary Medical Warfare Development Center; MSC Detailer Team led by Capt. Kimberly Oelschlager, and Vice Adm. (Ret.) Charles Martoglio. This event is one of several regional initiatives supporting the U.S. Navy's broader medical force development strategy and contributes directly to sustaining a medically ready force and a ready medical force by facilitating education on navigating professional challenges, fostering career development and networking, and give a broader understanding of how the Medical Service Corps functions and supports the operational mission.*

*YOKOSUKA, Japan (Aug. 12, 2025) – Rear Adm. Matthew Case, acting assistant director, Health Care Administration, Defense Health Agency, joins Medical Service Corps officers for a group photo during a celebration of the corps' birthday at U.S. Naval Hospital Yokosuka. The event honored the corps' heritage and traditions and was part of a two-day engagement that included leadership meetings, an All-Hands Call, a junior Sailor lunch, and tours of the hospital's facilities. U.S. Navy photo by Ai Hazama/USNMRTC Yokosuka Public Affairs.*

*OKINAWA, Japan (Aug 16, 2025) Rear Adm. Matthew Case visits with III MEF and U.S. Naval Medical Readiness and Training Command Okinawa Medical Service Corps officers at the III MEF Battle Cabin. Photo courtesy of Capt. Joseph Piansay.*

*YOKOSUKA, Japan (Aug. 11, 2025) – Rear Adm. Matthew Case presents a coin to Lt. Corinna Dorais, Nutrition Management Department division officer at USNMRTC Yokosuka, for her exceptional service, The event was part of a two-day engagement that included leadership meetings, a junior Sailor lunch, and tours of the hospital's facilities. (U.S. Navy photo by Daniel Taylor/USNMRTC Yokosuka Public Affairs)*

MSCs IN FOCUS

# MSCs SUPPORT PACIFIC PARTNERSHIP 2025

Now in its 21st iteration, the Pacific Partnership series is the largest annual multinational humanitarian assistance and disaster management preparedness mission conducted in the Indo-Pacific. Pacific Partnership works collaboratively with host and partner nations to enhance regional interoperability and disaster response capabilities, to increase security and stability in the region, and to foster new and enduring friendships in the Indo-Pacific.

*CHUUK, Federated States of Micronesia (Aug. 19, 2025) Hospital Corpsman 3rd Class Derrick Castromedina, left, and Lt. j.g. Michael Matthews, right, conduct a visual inspection of a wastewater facility while providing wastewater training. (U.S. Navy photo by Mass Communication Specialist Seaman Alexander Bussman)*

*U.S. Navy Lt. Cmdr. Kevin Hoang conducts an eye exam for a local patient during Pacific Partnership 2025 in Chuuk, Federated States of Micronesia, Aug. 21, 2025. (U.S. Navy photo by Mass Communication Specialist Seaman Alexander Bussman)*

*Right: NUKU'ALOFA, Tonga (June 20, 2025) U.S. Navy Cmdr. Ronnie Holuby, right, clinical pharmacist with Pacific Partnership 2025 (PP-25), provides remarks during a pharmacist workshop training between U.S. Navy Sailors, U.S. Public Health Service officers, and local healthcare workers at Vaiola Hospital as part of PP-25 in Nuku'Alofa, Tonga. (U.S. Navy photo by Mass Communication Specialist 2nd Class Moises Sandoval)*

*Left: NUKU'ALOFA, Tonga (June 21, 2025) U.S. Public Health Service Cmdr. Rebecca Geiger, right, and U.S. Navy Lt. Kamara Gray, center, clinical pharmacists with Pacific Partnership 2025 (PP-25), convene with Ms. Leva'itai 'Asaeli, head pharmacist at Vaiola Hospital, during PP-25 in Nuku'Alofa, Tonga, June 21, 2025. U.S. Navy photo by Mass Communication Specialist 2nd Class Moises Sandoval)*

# MSCs SUPPORT CONTINUING PROMISE 2025

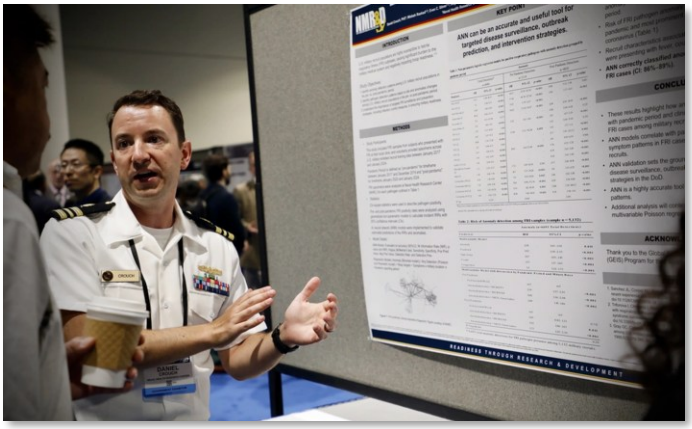
Continuing Promise 2025 is the 16th iteration of the U.S. 4th Fleet/U.S. Naval Forces Southern Command-led mission since 2007, which aims to foster goodwill, to strengthen existing partnerships with partner nations, and to form new partnerships between host nations, non-federal entities, and international organizations.

*Lt. Cmdr. Laura Riebel, a physical therapist assigned to the Mercy-class hospital ship USNS Comfort (T-AH 20), high-fives an Ecuadorian child at a medical site in Manta, Ecuador (left) and conducts physical therapy on a Trinbagonian patient at a medical site in Port of Spain, Trinidad (right). (U.S. Navy photos by Mass Communication Specialist 2nd Class Alfredo Marron and Mass Communication Specialist 2nd Class Rylin Paul).*

*Left: PORT OF SPAIN, Trinidad (Aug. 7, 2025) Lt. j.g. William Smith looks through a microscope at the Insect Vector Control in Port of Spain, Trinidad (U.S. Navy photo by Mass Communication Specialist 2nd Class Deven Fernandez)*

*PORT OF SPAIN, Trinidad (Aug. 8, 2025). U.S. Navy Optometrist Lt. Cmdr. Julia Castronova (left) writes a glasses prescription for a patient, and U.S. Navy Optometrist Capt. Cyrus Rad (Right) discusses eye care with a patient at a medical site in Port of Spain, Trinidad during Continuing Promise 2025. (U.S. Navy photo by Mass Communication Specialist 2nd Class Rylin Paul)*

# MSCs IN FOCUS



*KISSIMMEE, Florida (Aug. 5, 2025) Lt. Cmdr. Daniel Crouch, with Naval Health Research Center, presents a research poster at the 2025 Military Health System Research Symposium (MHSRS). MHSRS is the DoD's premier scientific meeting that focuses specifically on the unique medical needs of service members. This annual educational symposium brings together healthcare professionals, researchers, and DoD leaders for four days of critical learning, intensive idea sharing, and relationship building. (U.S. Navy Photo by Tommy Lamkin)*

*NAPLES, Italy (Aug. 4, 2025) Naval Medical Forces Atlantic (NMFL) participates in Large Scale Exercise 2025. Standing: Patient Movement Officers Lt. Cmdr. Alexandra Gracia, Lt. Cmdr. Samual Woodson, Hospital Corpsman 2nd Class Sierra Tjader; seated: Hospital Corpsman 1st Class Asare Baffour, Mr. Gregory Vinciguerra, and Lt.j.g Afiya Bradshaw; background: Lt. Cmdr. Rannie Gibson, Logistics Officer and Cmdr. Ray Posey NMFL Director, Maritime Operations Center and Forward Officer in Charge for the exercise. (U.S. Navy Photo by Cmdr. Tiffany Lerch)*

*Right: ALEXANDRIA, Egypt (Sep. 6, 2025). Egyptian Navy Rear Adm. Hesham Eltobgy, commander, Egyptian Naval Hospital, left, receives a plaque from U.S. Navy Lt. Freddie Mawanay, right, director U.S. Navy Global Health Engagements, at a naval hospital on Alexandria Naval Base, Egypt, during Exercise BRIGHT STAR. Exercise BRIGHT STAR 25 is a multilateral U.S. Central Command (USCENTCOM) command-post exercise, field training exercise, and senior leader seminar, held in the Arab Republic of Egypt along with other partner nations. Participation strengthens military-to-military relationships between U.S. forces and our Egyptian partners in the USCENTCOM area of responsibility, as well as other participating nations. (U.S Navy Photo by Mass Communication Specialist Seaman Sierra Bryant)*

*NORFOLK, Virginia (Aug. 7, 2025) Above Left: Cmdr. Benjamin Barrus (center), Incoming Commanding Officer of the Naval Safety and Environmental Training Center, and Capt. (Sel.) Nicholas C. Schaal (behind), salute the side-boys during a change of command ceremony. Above Right: EMC Jamar Stroughn, Naval Safety and Environmental Training Center Senior Enlisted Advisor, presents Capt. (Sel.) Schaal (right), Industrial Hygiene Officer, with a farewell gift on behalf of the command.*

# CONTACTS

Navy 250 Photo Album: Here.

MSC Photo Album: Here.

**Rear Adm. Matthew Case**

Director, Medical Service Corps

Bureau of Medicine & Surgery

Office of the Medical Service Corps (N01C4)

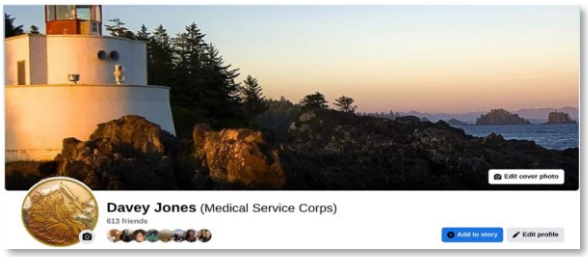
7700 Arlington Blvd, Ste 5135

Falls Church, VA 22042

Email: MSC Corps Chief's Office

The Medical Service Corps supports Navy Medicine's readiness and health benefits mission. It is the most varied Officer Corps in Navy Medicine with 31 specialties organized under three major categories: Healthcare Administrators, Clinical Care Specialties, and Healthcare Scientists. There are over 3,000 active and reserve MSC Officers that serve at military treatment facilities, on ships, with the Fleet Marine Force, with Seabee and special warfare units, in research centers and laboratories, in a myriad of staff positions with the Navy and Marine Corps, and with our sister services around the world.

MSC SharePoint




## CORPS CHIEF'S OFFICE STAFF

Deputy Director
Capt. Kristin Hodapp, MSC, USN

Career Planner
Capt. Marcy Morlock, MSC, USN

Policy & Practice
Capt. Bryan Pyle, MSC, USN

Reserve Affairs Officer
Capt. Kenneth McAndrews, MSC, USN

Executive Assistant Action Officer
Lt. Cmdr. Margaret Bocian, MSC, USN

Liaison Officer
Lt. Kionna D. Myles, MSC, USN

## RUDDER SECTION LEADS

MSC Book Club
Lt. Cmdr. Thuy Phung

HRO Spotlight
Lt. Dana Farmer & Lt. Karla Liendo

Reserve Update
Lt. Katherine Parizek

From the Detailers
Lt. Micaela Barter & Lt. Cheryl Kivlehan

Career Development
Lt. Cmdr. Nhu Do & Lt. Francis Oladipo

From the Labs
Lt. Jessica Lee & Lt. Crystal Shin

MSCs in Focus
Lt. Cmdr. Jaime Zhunepluas &
Lt. Cmdr. Janine Badic